

Wednesday's Words of Quality (2018 February)

Role of the Manager/Supervisor in a Continuous Improvement Culture

Everyone desires Continuous Improvement. Who doesn't want things to be ever better? Especially when we are talking about a human life.

But things don't get better permanently by wishing or sporadically placing a bandaid on a problem. Continuous improvement is about eliminating the problem in a disciplined and scientific manner, based on trained observation, knowledge of common failure points in processes and data that tells you about the root cause and demonstrates success from changes made. Continuous improvement is about testing changes rapidly, again and again until the desired outcome is sustained.

In fact, Chassin and Loeb of The Joint Commission recognize the culture of LEAN as a component of "robust process improvement" that should be pursued for health care to be effective in achieving high reliability exhibited by consistent excellence in quality and safety. (Chassin MR, Loeb JM. High-reliability health care: getting there from here. *Milbank Q.* 2013;91:459-490).

Desire this outcome but don't know what or how to do this? Well, as the manager or supervisor you are the key.

Your functional role and support in a continuous improvement environment are the basis of success or failure in this new system of work that expects "quality to be everyone's responsibility" as Dr. Deming stated.

As the designated leader you have always been expected to assure quality in the people and the work you oversee. But when this responsibility is owned by just a few people success in improvement is often sporadic, slow, frustrating, un-coordinated and often a wrong or un-sustained fix. So a better system is needed to achieve continuous improvement. Enter LEAN systems of management, that get you well beyond wielding an isolated improvement tool at a persistent problem.

Here is your new focus to improve the work by those whom you oversee and that is ultimately your responsibility as manager or supervisor. In essence this is Dr. Deming's prescription for cure of poor quality by defining the **manager and supervisor's key job to work on the system of work** to achieve continuous process improvement in product and services delivered.

In summary, the Deming-style manager must incorporate the following into their leadership routine-

- 1. Ensure a system's consistency and reliability**
- 2. Bring level of variation in operations within predictable limits**
- 3. Identify opportunities for improvement**
- 4. Enlist the participation of every employee in improvement**
- 5. Give those you lead the practical benefit of your experience**
- 6. Help them chart improvement strategies that define success and spread new knowledge**

Fortunately, education and training in basic to expert level LEAN continuous improvement skills are available to you throughout the year here in the Henry Ford Health System.

Henry Ford Production System

2018 LEAN Training Programs

"It's the work, not the man that manages."

"The business of management is to manage.

The thing to be managed is the work."

-Henry Ford

LEAN BRONZE Certification (online)

This Healthstream online introductory course offers a basic level of education with 6 LEAN training modules. Certification is achieved by obtaining a score of 80% or higher in all module quizzes. Course content includes LEAN production fundamentals and tools, 5S workplace organization, Deviation Management System, Daily Management System, process mapping, and PDCA problem solving using A3 format. Search key words LEAN Bronze to find in Healthstream.

LEAN SILVER Certification (14 CME)

Two-Day Training for Healthcare Leaders

The course provides basic foundational knowledge of Deming's management philosophy for continuous improvement with human engagement at the level of the work, manufacturing-based work rules and process improvement tools derived from the Toyota Production System, supporting and sustaining management systems derived from our 13 year LEAN and ISO 15189 journey to a continuous improvement culture. Included are LEAN leadership skills leading to cultural transformation, LEAN fundamentals, 5S workplace organization, Daily Management and metrics, observation and waste-walk skills, Kanban, value stream mapping, and PDCA problem solving. Also, attendees tour the Henry Ford Core LEAN and ISO 15189 accredited Laboratories to see examples of LEAN in action.

April 12-13, 2018 September 20-21, 2018

LEAN GOLD Certification (7.5 CME)

One-Day Advanced Management Training

The course includes deep dives into LEAN Leadership, Hoshin Strategic Planning, Key Performance Indicators, Team Management and Human Development, Improvement Management System, Deviation Management System, Daily Management System, Development and Sustaining Systems, Manager's Standard Work Checklist. LEAN Silver certification is a prerequisite.

May 21, 2018

November 13, 2018

Details at Henry Ford Production System webpage

www.henryford.com/hcp/academic/pathology

Silver & Gold registration at

<https://hfhs.eventsair.com/HenryFordCEPortal/hfhs/cmereg>

“Quality is doing it right when no one is looking.”

-Henry Ford